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Attachment

Comment on Specific Points

Executive Summary

- o Para. 1.6--The wisdom of preserving the operation of information handling systems and maintenance of data bases on a decentralized basis, with the CISO undertaking centralized planning and recommending funding levels, is sound. As noted above, however, the planning function must be shared and we assume that the principal initiative for planning new systems will continue to rest with the line organizations who, by virtue of their close contact with the user, will best understand the deficiencies of extant systems and the need for change. Perhaps this point could be clarified.
- o Para. 1.8--Given the schedules imposed by the budget formulation process, it seems unrealistic to propose that the CISO organization, yet unborn, can get underway quickly enough to influence the FY-80 budget plan. Indeed, the CIHS Start-Up Schedule (Fig. 4.1) at the end of the report seems to suggest otherwise.

Report

- o Para. 1.7--Per your instructions, CIA included only those administrative files which could be of possible interest to the Intelligence Community. Our personnel, payroll, and financial files, in particular, were excluded from our submission.
- o Para. 1.12--This discussion of shared data bases seems to suggest that only automated files accessible through remote on-line terminals are shared. Actually there are many additional files shared through telephonic or other means. CIA/OCR, for example, has long provided [redacted] support [redacted] through the grey phone system. Similarly, the AEGIS subject index to Community intelligence reporting is used by many other agencies than CIA, even though only a subset of the file is available for interrogation on-line by other NFIB members.
- o Para. 2.2--The undue emphasis often placed on automation vs. manual processes is wisely avoided here and elsewhere in the report and annexes. As indicated, there must be a careful evaluation of the trade-offs on a case-by-case basis.

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- o Para 2.3--The meaning of the fourth sentence in this paragraph beginning with the words "This system (CIHS) must possess..." is obscure. In addition, it is said here that a CIHS must be developed whereas paragraph 1.8 of the Executive Summary recommends that the CISO should "undertake actions to evaluate the feasibility" (underlining added) of a CIHS. This contradiction should be eliminated.
- o Para. 3.7--An excellent point is made here about the need to approach data base sharing cautiously, with due regard for cost/benefit considerations, and the possible alternatives (e.g., mail systems) to remote querying via telecommunication networks.
- o Para. 3.8--Another commendable cautionary note is expressed about the expense of changing systems in behalf of other users and the assurances needed that the additional resources will be forthcoming before such commitments are undertaken.
- o Para. 3.14--The discussion included here of problems and possible cost implications of data element standardization is well done and properly stressed. Among other things, reference is made to the possibility of using the computer to translate from one indexing standard to another. Again, this is a problem often subjected to oversimplified "solutions."
- o Para. 3.17--While the issue of whether to automate an activity should certainly undergo rigorous analysis by, among others, the CISO, let no one underestimate the difficulty of this process or suggest that mere improved "managerial techniques" can readily overcome the associated problems.
- o Para. 3.21--The implication of this paragraph appears to be that all ADP proposals will be reviewed by the CISO. If so, we submit that this organization would need a staff far in excess of the "High Intensity" level of the 15 proposed for its Information System Analysis Division. Presumably, such reviews will have to be limited to systems exceeding a certain anticipated funding level.
- o Para. 3.23--Some reference should be made in this section of the report to the on-going CIA Executive Advisory Group's review of ADP systems. The paragraph should not suggest that top management has given no attention to the costs of ADP systems and resource competition in this area.

- o Para. 3.25--This is a most commendable recital of principles to guide Community information handling, which we fully support.

Annex A

- o Para. 1.2--We would suggest an addition to the last sentence of this paragraph stressing that some of the listed systems are not as yet operational. Until one examines the follow-on tables in some detail, this fact does not become apparent. We are also at a loss to understand why some of the largest and most significant production support systems are not included in the tables, e.g., the 3.1 million record AEGIS file and CIRC, while much less important systems are.
- o Table A-1--For the line entry starting with CIA/SAFE: change 1) "CIA/SAFE" to "SAFE"; change 2) "CIA/Support" to "Support"; change 3) "CIA" to "DIA/CIA".
- o Table A-1--Delete the line entry starting with DIA/SAFE.
- o Tab 2--The average age of Model 360/67 is listed as 1.2 years. The CIA 360/67 was installed in 1969. Recommend the average age figure be verified.

Annex B

- o General--This annex reviews some very practical aspects of the entire information handling issue. The tables on pages B-6-8 are useful as well. Much of Annex B, however, is either redundant or adds little to the report. Listing the COINS files, for example, does not convey much to the reader because the files are not described.
- o Para. 1.1--Reference should be made to other ways of sharing files than by electronic means.
- o Para. 1.4--This important paragraph might have gone on to point out that because of the unique characteristics of the different Community data bases, it is virtually impossible to design a single information handling system, including software and hardware, which will suit more than a few application areas. This applies to the SAFE/ADISS system as well as to projects of lesser magnitude.

- o Para. 1.6--In addition to the excellent point made about providing the necessary resources to an organization charged with fulfilling some Community information handling responsibility, one might add that users of such a system also need the assurance that if they cease and desist storing the same data themselves, the activity will be continued more or less indefinitely.
- o Table B-2--Information Services Staff is incorrectly identified
- o Para. 2.11--Dissemination controls are indiscriminately mixed with security classifications in a sentence near the end of this paragraph. Beginning with the words "SI Compartment," what follows should be described as some of the dissemination controls used in addition to security classifications.
- o Para. 3.5--We object to the use of the word "today" at the beginning of the 4th sentence. The information handling role of central reference services, at least in the CIA, has never been limited to the activities of the traditional library.

Annex C

- o General--This discussion of the CISO would be more useful if the CISO staffing estimate compared the current number of IHC staffers handling coordination efforts with at least the short-term personnel totals planned for the CISO. This could help in evaluation of the work cut out for the CISO in the first six months against what appears to be an underestimate of the manpower required to do the job. There is no identification in Annex C of the means by which the CISO manpower requirements have been estimated.
- o Para. 1.4: Fifth line - change "carry out" to "coordinate".
- o Para. 1.4: Ninth line - change "develop and use" to "establish requirements for, monitor the development of, and use".
- o Page C-2: Footnote - delete ", as defined in Annex d".
- o Figure C-2: Para. 2 under FUNCTIONS - change "To design and establish" to "To establish the requirements for and monitor the development of".

- o Figure C-4: It is not clear what the Contractor Support functions of the Community Planning Division are. It is believed they should be:
Coordinate planning for Contractor Support.
Coordinate contract monitoring and administration.
- o Figure C-8: Para 3 under FUNCTIONS - Change "develop" to "coordinate".
- o Figure C-9: The CISO includes a Security and Privacy Standards Branch, which presumably would function as a focal point for Community computer security policy and standards. The DCI Security Committee currently has a subcommittee devoted to the development of computer security policy. While it might be profitable to transfer this function to the proposed CISO, a move in this direction should not be pursued summarily, without detailed Community coordination. Such review might suggest the need for a computer security focal point in the CISO in addition to the functions of the DCI Security Committee in this area. However, if Annex C is sent to Congress, we urge that all reference to a computer security function in the CISO be deleted along with the identification of the Security and Privacy Standards Branch.

Annex D

We strongly recommend this Annex be eliminated from the report. In terms of authority to act, the new Executive Order provides such authority until a DCID can be coordinated within the NFIB community.

Annex E

This annex is redundant and too detailed. Paragraph 3.6 stresses user needs, an excellent point, but it could be removed and placed elsewhere.

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IMPROVED CENTRAL OVERVIEW OF AUTOMATIC DATA PROCESSING IN CIA

(Addendum to CIA submission for the Intelligence Community ADP Inventory for presentation to the Senate Select Committee on Intelligence, dated 19 September 1977.)

(FOUO) While ADP initiative is decentralized within CIA, so that ADP may best be directed toward local needs and weighed carefully against alternative methods to accomplish a component's assigned tasks, Agency management has taken significant steps this past year to improve central overview of ADP expenditures.

(FOUO) In a memorandum to the Executive Advisory Group (EAG) in December 1976, the DDCI asked the Comptroller and the Director of Data Processing to make joint recommendations with respect to two issues:

1. "What can be done to improve top management's ability to plan for future ADP resource requirements so that we may assure ourselves that the large ADP budget increases we are experiencing are in the overall interests of the Agency? How can the key ADP investment issues we face be brought forward for top management review so that we may establish guidance for the budget planning process?"

2. "How can we monitor current month-by-month use of the central services provided by the Office of Data Processing (ODP) in such a way as to ensure visibility to top management of the many demands being levied on ODP by Agency components and permit Agency-level decisions to be made on priorities when contentions for limited ODP resources arise?"

(FOUO) A joint paper was written by the Comptroller and the Director of Data Processing on the two issues. The EAG agreed in April 1977 to the actions they recommended, which were these:

1. The EAG will establish a deliberate ADP budget during the CIA program review, focusing broadly on the functional use of ADP and on major ADP investments--the key computer projects of Agency components that will spend over \$250,000 on ADP during the program year, ODP-supported projects which are expected to cost over \$250,000, ODP expansion plans, and important new projects identified by components.

2. During the operating year, the EAG will perform a thorough, systematic review of the cost effectiveness of all major projects which are currently supported by ODP's central services.

(FOUO) The Comptroller and the Director of Data Processing developed procedures to carry out the above recommendations. The following events have since taken place:

1. An Agency ADP budget was prepared by the Comptroller and included (for the first time) within the proposed 1979 Agency Program Plan. In June 1977, the EAG addressed the issues identified therein and agreed upon ADP funding levels.

2. In December 1977, the EAG began reviewing individually the 21 major projects supported by ODP on behalf of Agency components, to evaluate these uses of ODP's resources within its 1978 funding level. The EAG was provided a Project Decision Form for each project, containing a project description and statements of its objectives and benefits—to weigh against estimated resource requirements.

(FOUO) Both of these EAG actions have resulted in increased control of ADP growth by top management. They have caused managers at every level to plan their use of ADP with improved focus on cost effectiveness. The effort represents high-level managerial attention to computer use which is, to our knowledge, unique in Government.

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